

THE IMPACT OF WORK-LIFE BALANCE ON EMPLOYEE JOB SATISFACTION

R. Sangeetha*, N. Pradeep Kumar*

Abstract *Work-life conflict is a serious problem that impacts workers, their employers and communities. Life will often deliver the value and balance we desire when we are achieving and enjoying something every day in all the important areas of our lives. Therefore, a good working definition of work/life balance is meaningful to daily achievement and enjoyment in each of our important life quadrants. Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction is the term that explains how individuals feel towards their job. Employees get high job satisfaction when they get what they expect from a job. Employers provide various benefits to make their employees happy and satisfied with the job. They provide various Work-Life Balance (WLB) facilities too to enable them to balance their work and personal life. This study seeks to bring out the various factors of work-life balance affecting employee job satisfaction in Sterlite Copper Inc. There are a wide variety of practices currently being used to help employees achieve work-life balance. It is important to note that some work-life balance programs help employees handle stress and otherwise cope more effectively while other programs help to reduce the absolute stress levels by rebalancing work life. Therefore, this study will therefore help enlighten management of various organizations of the various effects of work-life balance on employee job satisfaction on the performance of employees in an organization.*

Keywords *Work, Employee, Work Stress, Work-Life-Balance, Job Satisfaction, Achievement, Responsibilities*

INTRODUCTION

Today's workers have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they reside. Work-life conflict is a serious problem that impacts workers, their employers and communities. Long work hours and highly stressful jobs not only hamper employees' ability to harmonize work and family life but also are associated with health risks, such as increased smoking and alcohol consumption, weight gain and depression. Work life conflict has been associated with numerous physical and mental health implications.

Employees, especially the younger generation who are faced with long hours, the expectations of 24/7 connection and increasing pressure of globalization are beginning to demand changes from their employers. Also, people in the elderly employee segment are working longer now than in the past and are demanding different work arrangements to accommodate their life style needs.

WORK-LIFE BALANCE

Work-life balance is about creating and maintaining supportive and healthy work environments, which will

enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity.

It is a broad concept that encompasses prioritizing between work (including career and ambition) on one hand, and life (including areas such as health, leisure, family, pleasure and spiritual development) on the other. There are also two key concepts related to work-life balance - achievement and enjoyment. Achievement can be related to setting and achieving the goals we have in life i.e. buying a new house, job satisfaction, further education etc. Enjoyment is related not just to happiness, but also pride, satisfaction, celebration, love, and a sense of wellbeing. Life will often deliver the value and balance we desire when we are achieving and enjoying something every day in all the important areas of our lives. Therefore, a good working definition of work/life balance is meaningful to daily achievement and enjoyment in each of our important life quadrants. These life quadrants will vary for each person but, may include, for example, work, family, friends and self.

JOB SATISFACTION

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can

* Assistant Professors, Xavier Institute of Business Administration, St. Xavier's College (Autonomous), Palayamkottai, Tamil Nadu, India.
Email: rsangeeth76@gmail.com

be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees.

Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours, or benefits.

Many organizations face challenges in accurately measuring job satisfaction, as the definition of satisfaction can differ among various people within an organization. However, most organizations realize that workers' level of job satisfaction can impact their job performance, and thus determining metrics is crucial to creating strong efficiency.

Despite widespread belief to the contrary, studies have shown that high-performing employees do not feel satisfied with their job simply as a result of high-level titles or increased pay. This lack of correlation is a significant concern for organizations, since studies also reveal that the implementation of positive HR practices results in financial gain for the organizations. The cost of employees is quite high, and creating satisfaction relevant to the return on this investment is paramount.

RELATIONSHIP BETWEEN WORK LIFE BALANCE AND JOB SATISFACTION

Employee satisfaction is very important aspect for any organization in order to ensure its effective functioning. In today's competitive world we see organizations are spending lot of time and money on employee satisfaction in an effort to improve productivity, increase customer satisfaction, and also to help the organization needs. Work-Life Balance does not mean an equal balance. Trying to schedule an equal number of hours for each of the various work and personal activities is usually unrewarding and unrealistic.

Job satisfaction is the term that explains how individuals feel towards their job. Employees get high job satisfaction when they get what they expect from a job. Employers provide various benefits to make their employees happy and satisfied with the job. They provide various Work-Life Balance (WLB) facilities too to enable them to balance their work and personal life. The facilities that are created may vary as per the nature of the organization and nature of the job.

Evidence suggests that improvements in people management practices, especially work time and work location flexibility, and the development of supportive managers, contribute to increased work-life balance. Work-life balance programs have been demonstrated to have an impact on employees in

terms of recruitment, retention/turnover, commitment and satisfaction, absenteeism, productivity and accident rates.

If the workforce will be very motivated and so the employer can be benefited from maximised available labour. Every employee will give his/her very best during the working hours. The balance makes employees feel valuable. Implementing work-life balance programmes gives an impression that the organisation cares about the employees. Thus, they will feel more valuable and work harder as a result. The work environment will be less stressful; which means, less stress related illnesses and decreased health care costs. The presence of work-life balance programmes in an organisation makes it attractive to a wider range of candidates when it comes to recruitment.

COMPANY PROFILE

Sterlite Industries (India) Ltd. is a subsidiary of Vedanta Resources plc, a diversified and integrated metals and mining group. The company is based in Mumbai, India. Sterlite Industries (India) Limited (Sterlite) is the flagship company of Vedanta Resources Plc (Vedanta) and is a major global player in the nonferrous metals business. Vedanta is listed on the LSE and is a FTSE 100 metals and mining company with a market capitalisation of over US\$ 7.5 billion.

SIGNIFICANCE OF THE STUDY

Employers are becoming increasingly aware of the cost implications associated with over-worked employees such as: operating and productivity costs, absenteeism, punctuality, commitment and performance. There are five main reasons why companies participate in work life balance programs: high return on investment, recruitment and retention of employees, legislation, costs and union regulations.

STATEMENT OF THE PROBLEM

Employees are identified with not only the organization, but also with other facets of their life (family, children, religion, etc.). Sometimes these identities align and sometimes they do not. When identities are in conflict, the sense of a healthy work-life balance may be affected. Organization members must perform identity work so that they align themselves with the area in which they are performing to avoid conflict and any stress as a result.

Companies that have implemented the work-life balances programs recognize that employee welfare affects the bottom line of the business. In today's competitive world, organizations are spending lot of time and money on employee satisfaction in an effort to improve productivity, and also to help the organization needs. A comfortable state

of equilibrium is to be achieved between an employee's primary priorities of his/her employment position and his/her private lifestyle. Most psychologists would agree that the demands of an employee's career should not overwhelm the individual's ability to enjoy a satisfying personal life outside of the business environment.

SIGNIFICANCE OF THE STUDY

This study seeks to bring out the various factors of work-life balance affecting employee job satisfaction in Sterlite Copper Inc. There are a wide variety of practices currently being used to help employees achieve work-life balance. It is important to note that some work-life balance programs help employees handle stress and otherwise cope more effectively while other programs help to reduce the absolute stress levels by rebalancing work life.

This study will therefore help enlighten management of various organizations of the various effects of work-life balance on employee job satisfaction on the performance of employees in an organization.

OBJECTIVES OF THE STUDY

- To study the impact of work-life balance on employee job satisfaction.
- To identify the opinion of employees towards work-life with special reference to Sterlite Copper Inc.
- To suggest the organization to take necessary steps to improve the factors related to work-life balance based on the findings of this research study.

METHODOLOGY

The researcher used Questionnaire Method to collect the primary data. Besides, the data were collected from Books, Magazines, Newspapers, Research Articles, Research Journals and E-Journals. Totally, there are 837 employees working at present in Sterlite Copper, Tuticorin. The researcher has taken 100 respondents as samples based on the availability of population. Percentage Analysis is used for analysing the collected data.

LITERATURE SURVEY

A. Work-Life Balance

Iqan Iazar (2010): Work life balance practices are organizational changes designed to reduce work family conflict. These work life balance practices enable employees to be effective in both work and personal roles. The more control an employee has on their lives the more able they

are to balance work and family. Conclude that, a successful balance between work and non-work roles are beneficial for both employee and employer. And this balance in work and life domains enhances quality of personal relationship and organizational outcomes.

Felicity Asiedu-Appiah (2013): He concludes that work life balance is important in enhancing employee performance at work and home. Gender difference exists in work life balance needs because work and non-work responsibilities are different for male and females. And also the results show that female demonstrated more need for work life balance as compared to male. An individual derive satisfaction in life from work and family domains. Researches find that work balance practices effect overall organization and individual performance.

B. Job Satisfaction

Afshan Naseem (2011): The researcher found that satisfied employees show excellent performance that leads to organizational success thus result in improved financial success. Employee satisfaction increases the quality of work. Employee satisfaction leads to customer satisfaction because customer service eventually depends on the community who provide that service. Result of the study show that employee satisfaction is a key factor of organizational success.

Ms. Chetnapandey (2012): Job Satisfaction also refers to the employee's general attitude towards his job. Job satisfaction is used to describe how content an individual is with his or her job. Many organizations develop training programs and benefits packages to develop loyal employees. Longer employees work for the organization, more valuable the employees become. Job satisfaction is most important attitude in the field of the organization behavior.

C. Reviews On Work-Life Balance & Job Satisfaction

Noor (2011): The level of employees' job satisfaction increases by many factors and when employees are satisfied with their work, they feel motivated. The demand of employees work life balance is increased by change in trends in the business such as change in organizations structure, diversity of work force and female employees working in organizations. Organizations should provide work life balance facilities to their employees so that employees can perform their duties effectively and leads organization to the success.

Yutaka Ueda (2012): Employees feel more satisfaction with their work and family when they enjoy the benefits of work life balance programs provided by their employers. Conclude that work life balance programs have different effects for male and female employees. Male employees are

satisfied with all the three measures such as job, work life balance program and employer. But female employees have a significant relationship only with employer satisfaction. Work life balance programs have greater effects for Employees of higher income as compared to lower income.

DATA ANALYSIS AND INTERPRETATION

Table 1 : Gender

S. No	Gender	Marital Status		Percentage
		Married	Unmarried	
1	Male	40	28	68
2	Female	22	10	32
	Total	62	38	100

Inference

It is clear from Table 1 that out of 68 Males working in Sterlite, most of them (40) are married and also only few are unmarried(10) out of 22 female employees.

Table 2: Marital Status

S. No	Marital Status		No of Respondents	Percentage
1	Single		38	38
2	Married	Number of Dependents	1	12
		2	25	
		3	13	
		4	10	
		5	2	
	Total		100	100

Inference

The table 2 depicts that out of 62 Married respondents, Majority (25) of respondents are having 2 dependents.

Table 3: Age Group of the Employees

Age Group	Graduates	Post Graduates	Engineering	Diploma	Total
Below 25yrs	3	2	3	8	16
25-34yrs	5	5	15	6	21
35-44yrs	18	9	5	4	36
Above 44	8	3	3	3	17
Total	34	19	26	21	100

Inference

Table 3 highlights that out of 100 respondents, majority of the employees (57) are in the age group of 25 - 44 years. Out of these, 45% of them are with higher educational qualification such as Post Graduation and Engineering. Hence, it is inferred that majority of the employees are highly qualified.

Table 4: Employees' Experience

S. No	Years	10001-20000	20001-30000	Above 30000	Total
1	0-10 yrs.	23	11	6	52
2	11-20 yrs	10	8	4	26
3	21 – 30yrs.	13	5	3	16
4	Above 30 yrs	11	3	3	6
	Total	57	27	16	100

Inference

Table 4 clearly gives information about the working experience as well as monthly income of employees. Out of 100 respondents, 52% of them have only 10 years of experience and most of them (23) are getting less than Rs. 20,000. Out of 6 people having more than 30 years of experience, only 50% (3) are getting an income of above Rs. 30,000. Most of the employees are less experienced, so the organization can mould them in the initial stage itself to achieve corporate objectives in an effective manner.

Table 5: Employee's Option Towards Opportunity To Do The Best Every Day

S. No	Opinion	No of Respondents	Percentage
1	Strongly Agree	41	41
2	Agree	21	21
3	No Opinion	21	21
4	Disagree	16	16
5	Strongly Disagree	1	1
	Total	100	100

Inference

Table 5 states that out of 100 respondents, around 62% of the respondents feel that they get opportunity to do their best every day. But, 21% of the respondents are unable to identify the opportunities for doing their best in their jobs.

Table 6: Employee's Opinion Towards Availability of Leave Facility while his /her indisposition

S.No	Opinion	No of Respondents	Percentage
1	Strongly Agree	54	54
2	Agree	15	15
4	Disagree	16	16
5	Strongly Disagree	15	15
	Total	100	100

Inference

Table 6 shows employee's opinion towards getting time off for duties while they are not well. Out of 100 respondents, 54% of the respondents strongly agreed and 15% agreed that they are availing leave facility during indisposition.

Table 7: Employee's Opinion Towards Time Spent on Family

S.No	Opinion	No of Respondents	Percentage
1	Highly Satisfied	18	18
2	Satisfied	33	33
3	No Opinion	11	11
4	Dissatisfied	29	29
5	Highly Dissatisfied	9	9
	Total	100	100

Inference

It is evident from table 7 that out of 100 respondents, majority (51%) of them are satisfied with the Time Spent on Family personally. However, 11% are unable to say whether they are satisfied or dissatisfied with the time spent with family. The duration of time spent for this purpose plays a vital role in determining work - life balance.

Table 8: Satisfactory Level of Employees Towards Welfare Policies

S.No	Opinion	No of Respondents	Percentage
1	Highly Satisfied	12	12
2	Satisfied	35	35
3	No Opinion	12	12
4	Dissatisfied	30	30
5	Highly Dissatisfied	11	11
	Total	100	100

Inference

The above table 8 depicts that less than 50 % (47) of the Employees are satisfied with the Welfare Policies provided by the employer due to which she/he is able to balance both his/her work as well as life.

Table 9: Employee's Opinion Towards Ability to Have Good Work-Life Balance With the Present Employment

S.No	Opinion	No of Respondents	Percentage
1	Strongly Agree	28	28
2	Agree	21	21
3	No Opinion	18	18
4	Disagree	24	24
5	Strongly Disagree	9	9
	Total	100	100

Inference

It is significant from the table 9 that 49 of the respondents strongly agreed that they are able to maintain good work-life balance with the present employment.

Table 10: Employee's Opinion towards Job Satisfactory Level due to Work Load

S.No	Satisfactory Level	No of Respondents	Feeling Pressure Due to Workload	Total
1	Highly Satisfied	27	2	29
2	Satisfied	22	3	25
3	Dissatisfied	4	10	14
4	Highly Dissatisfied	27	5	32
	Total	80	20	100

Inference

The table 10 shows that out of 100 respondents, nearly half of the respondents (49%) are feeling satisfied with the work load assigned to them.

Table 11: Employee's Opinion Towards Having Clear Direction of Personal and Career Goals

S.No	Opinion	No of Respondents	Percentage
1	Strongly Agree	12	12
2	Agree	41	41
3	No Opinion	10	10
4	Disagree	30	30
5	Strongly Dis-agree	7	7
	Total	100	100

Inference

Table 11 clearly states that 53% of the employees agree that they are having Clear Direction and they are able to develop Personal And Career Goals and only 37% of the respondents disagreed that they do not have clear direction of personal and career goals.

FINDINGS OF THE STUDY

1. Out of 68 Males working in Sterlite, most of them (40) are married while, just 10 females are unmarried.
2. Majority (25) of respondents are having 2 dependents and they are trying to have work-life balance.
3. Majority of the employees (57) are in the age group of 25 – 44 years. Besides, 45% of them are with higher educational qualification such as Post Graduation and Engineering. Hence, it is inferred that majority of the employees are highly qualified.
4. Out of 100 respondents, 52% of them have only 10 years of experience and most of them (23) are getting less than Rs. 20,000.
5. 21% of the respondents are unable to identify the opportunities for doing their best in their jobs. But around 62% of the respondents feel that they get opportunity to do their best every day.
6. Majority (54%) of the respondents strongly agreed that they are availing leave facility where they are able to balance their work as well as health.
7. (51%) of them are satisfied with the Time Spent on Family personally. However, 11% are unable to say

whether they are satisfied or dissatisfied with the time spent with family. The duration of time spent for this purpose plays a vital role in determining work - life balance.

8. Nearly half of the respondents (49%) are feeling satisfied with the work - life balance.
9. Besides, 47 of the Employees are satisfied with the Welfare Policies provided by the employer due to which she/he is able to balance both his/her work as well as life.
10. 53% of the employees agree that they are having Clear Direction and Develop Personal and Career Goals and only 37% of the respondents disagreed that they do not have clear direction of personal and career goals.

SUGGESTIONS

- As a part of the wellness programs the company can pay for their employees' gym membership as part of a benefits package. The management can also invite fitness trainers or yoga instructors into the office to hold lunchtime sessions.
- It is also better to undertake initiatives to improve employees' healthy eating habits.
- Human resources policies that can be used to increase work-life balance include:
 - implementing time off in lieu of overtime pay arrangements,
 - providing a limited number of days of paid leave per year for child care,
 - having policies around weekend etc.
- Work-Life Balance practices such as
- Shift snapping
- Self rostering
- Job sharing
- Special leave arrangement and
- Parental leave can be adopted and implemented by the company.

CONCLUSION

The benefits of a work-life balance initiative are not confined to just the workforce. Work/life policies and flexible working practices can also help to react to changing market conditions more effectively and meet customer demands - for example, shift work, part-time work and flexitime can help employees work longer hours, meet seasonal peaks and troughs in the organization. Besides it also helps to boost the competitiveness and become recognised as a business that people want to work for.

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